

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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Abstract

This research aims to analyze the influence of employee engagement and organizational culture on employee performance. The object of this research is the Cirebon City Regional Secretariat office. Data obtained through surveys by distributing questionnaires and interviews. The data analysis technique used is saturated sampling analysis, namely with a population of 122 employees and a sample of 72 employees. And the data was analyzed using SPSS (Statistical Package for the Social Sciences) version 24 for window. The research results show that Employee Engagement has a significant influence on Employee Performance. Organizational culture has a significant influence on employee performance. And there is an influence on Employee Engagement and Organizational Culture on Employee Performance.

Keywords: employee engagement, organizational culture, employee performance.

INTRODUCTION

An organization describes a system consisting of components that are interconnected and depend on each other in the process of working together to achieve a goal. In organizations there are duties and responsibilities that can realize the goals of the organization that has been formed. A good organization is an organization that has clear goals based on its vision and mission. Organizations are basically places where people gather and work together to utilize existing resources.(Suchyowati et.al 2020).

An organization is founded with goals that it wants to achieve. Every institution in achieving its success depends on the guidance and ability of employees to complete work according to the standards set by the organization. One of the reasons the stated goals of the institutions can be achieved is because of the cooperation of the people present at each institution.

In an organization it is very important to improve the quality of a particular organization. Therefore, employee engagement has an influence on work. Because employee engagement gives the best effort so that the results of their work can achieve the expected goals. High employee engagement can improve employee performance and support agency profits. If employee engagement is low, the work produced will be less than satisfactory.

Employee engagement is a condition where employees feel actively involved and tied to the organization where the employee works.(Wahyuni, 2019)said that Employee Engagement is a relationship that concerns employee attachment to company commitment and company values.

So that every service in the government strives to achieve the dreams set by the central government. The objectives of this service include productivity, prosperity of employees and others. If employees have high engagement with their work, they will get positive results for their agency, such as employee performance.

Based on the results of an interview with one of the employees, there is a phenomenon regarding employee engagement that occurs at the Cirebon City Regional Secretariat office which can be said to be quite good, because all employees carry out their duties and responsibilities in accordance with the regulations set by the Government. And the current work mechanism encourages every employee to play an active role. However, there are also some employees who do not comply with the regulations set by the Government, because promotions at the Cirebon City Regional Secretariat take quite a long time, making employees less enthusiastic about working.

Apart from employee engagement, the following thing that influences work implementation is organizational culture. According to (Alassaf, 2020) Organizational culture in an organization is generally associated with the values, norms, attitudes and work ethics that exist within the organizational components. The most important thing is to use a culture of discipline in every assignment, because that way the organization's goals will be achieved immediately. Organizations that have a high organizational culture will have employees who have important knowledge about their organization, with the aim of the organization being able to maintain its organizational culture. This will influence the tendencies or culture of the organization and will clearly influence the level of implementation of employee performance levels.

Besides that, (Mustomi, 2021) also revealed that mutual trust will make it easier to complete the tasks and responsibilities of each employee because it will reduce internal conflict in an organization. In order to achieve the organization's vision and mission, employees will work harder when they feel they are part of forming the organization's culture (Sutoro, 2020). Every individual in the organization must understand organizational culture as a mutually agreed pattern and as a direction for the organization's internal growth. In line with the statement (Qomaruddin, 2019) which says that organizational culture is binding on the organization.

According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB), the organizational culture at the Cirebon City Regional Secretariat can be seen from the Morals Index Survey. Where the Morals Index is an assessment of work culture aimed at state civil servants (ASN) and the general public, it is also an indicator for assessing bureaucratic reform. The following is organizational culture data obtained by researchers:

Table 1. Cirebon City Government ASN Organizational Culture Mapping Survey in 2023

No	Moral Values	Implementation Percentage Per value	Category
1.	Service Oriented	58.0%	Pretty Healthy
2.	Accountable	77.2%	Healthy
3.	Competent	56.3%	Pretty Healthy
4.	Harmonious	64.6%	Pretty Healthy

5.	Loyal	66.3%	Pretty Healthy
6.	Adaptive	39.7%	Not healthy
7.	Collaborative	71.9%	Pretty Healthy

Source: Ministry of State Apparatus Empowerment and Bureaucratic Reform

Based on the results of strengthening organizational culture with a moral program at the Cirebon City Regional Secretariat, it can be measured as Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative. So it can be said to be quite healthy according to the Moral Implementation Index with category B percentage of 62.0%.

Of course, large agencies have a very strong and inherent organizational culture. From the results of data on strengthening organizational culture obtained by researchers, the phenomenon that occurs at the Cirebon City Regional Secretariat office has a fairly healthy organizational culture such as a work culture of discipline, responsibility, integrity, honesty, accuracy, effectiveness and efficiency. This is included in the category of accountable moral values according to the data above. Apart from that, the organizational culture inherent in the Cirebon City Regional Secretariat is holding roll call every Monday to Thursday. The call was delivered by the head of the Cirebon City Regional Secretariat with the aim of conveying information and evaluation of each activity that had been carried out and aimed at strengthening the feeling of kinship between colleagues.

Not only that, but the success of an organization is also greatly influenced by employee performance. Performance comes from the words Job Performance or Actual Performance which means work performance or actual achievements achieved by someone. According to (Suchahyowati, 2020) Performance is the result of an employee's work in carrying out duties and functions according to the responsibilities given to him. There are many factors that can support the success of employee performance, one of which is discipline during working hours. By measuring employee performance, we can find out whether a company is successful or not, because basically performance is a measure that determines employee work results (Rizky, 2020).

Basically, human resources (HR) determine organizational performance, which is strongly supported by its workforce, because employee performance is a consequence or result of work completed in a certain unit of time. It can be said that an employee who is burdened with duties and obligations, but the results of carrying out these duties and responsibilities are not optimal, then the employee's performance can be assessed as not performing well. On the other hand, if an employee is burdened with obligations and duties, but the results of their implementation are maximal, then the employee can be considered to have good performance.

In accordance with the mandate in Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System for Government Agencies, all central and regional government administrations are required to determine or formulate strategic

planning which is the basis for preparing accountability reports for the success and failure of their respective main tasks and functions.

Based on these regulations, researchers obtained Government Agency Performance Report (LKIP) data at the Cirebon City Regional Secretariat Office in 2020, 2021 and 2022 as a form of accountability for the implementation of their main tasks and functions, the data obtained is as follows:

Table 2. Value of the Evaluation Results Report on the Performance Accountability System of Cirebon City Regional Government Agencies for 2020, 2021 and 2022.

Component	2020		Year 2021		Year 2022	
	Weight	Result Value Evaluation	Weight	Result Value Evaluation	Weight	Result Value Evaluation
Performance Planning	35	23.88	30	23.23	30	23.89
Performance Measurement	20	17.54	25	19.38	30	17.74
Performance Reporting	15	10.20	15	10.42	15	10.20
Internal Evaluation	10	6.37	10	7.08	25	16.25
Achievement of Performance Goals	20	9.86	20	15.36	-	-

Source: LHE on the Implementation of SAKIP in the Cirebon City Regional Government

Based on the table above, it can be seen from the Evaluation Results Report on the Performance Accountability System of Cirebon City Regional Government Agencies for 2020, 2021 and 2022. The performance of employees at the Cirebon City Regional Secretariat office has decreased in 2021. In 2020, the employee performance evaluation results were at number 23, 88, in 2021 it will be at 23.23 and in 2022 it will be at 23.89. So it can be concluded that the phenomenon that occurred is that there is a decline in employee performance at the Cirebon City Regional Secretariat in 2021. This has a big influence on the performance of employees at the Cirebon City Regional Secretariat.

Employee performance seen from the table above shows that the performance at the Cirebon City Regional Secretariat is not in accordance with the target. This is caused by several performance phenomena, such as organizational culture on employee performance. This research is in line with the results of previous research. One of the results that shows significant impact on employee performance is, (Alfia Asrul, Muhammadiyah, 2021), (Silmi Nadhira Setiawan, 2023), And (Diana Sari, Abdullah, 2024). Meanwhile, the results that show no significance are, (Jajuk Herawati, Ignatius Soni, Kurniawan, 2022).

Another factor that influences employee performance is employee engagement. Employee engagement on employee performance can be seen from several research phenomena that have a significant influence. This is in line with the results of previous

research such as:(Nurlaini, N., & Almasdi, nd) (Shidiq, Dwifa Muhammad.,, and Nurnida, Dr. Ida, 2020)And(Nur Alifyah Rachmadani, Priliana Yuan Swandayani, Yana Safira, Kadek Adi Widya Wiratama, 2023). Meanwhile, there are also previous research results that do not have a significant effect, such as:(Greetings, 2021).

This phenomenon also occurs in organizational culture and employee engagement. Organizational culture and employee engagement on employee performance are seen from various previous research. This is caused by several research findings that are significant, namely:(Astria Devi, 2021),(Ari Andriprianto., Maridjo, 2022), And(Renaldy, 2021). Meanwhile, the results are not significant, namely(Gentari, Martinus Tukiran, Roosganda, & Elizabeth, 2023)

METHOD

The type and data of this research uses quantitative methods, where primary and secondary data. The data collection method uses library research (Library Research). The object of this research is the Cirebon City Regional Secretariat (Setda). In this research, data is collected from the research to be carried out, field research. Field research is intended to obtain primary data, namely by means of interviews and questionnaires.

The population in this study was 122 employees, but in sampling the researchers used the Slovin formula.

Operational Variables

Table 3. Operational Variables

Variable Concept	Dimensions	Indicator	Scale
<p>Employee Engagement</p> <p>Employee Engagement plays an important role as the main factor that contributes to the productivity, performance and long-term survival of the organization.</p> <p>Schaufeli & Bakker (in Febriansyah & Ginting, 2020)</p>	Vigor	<ol style="list-style-type: none"> 1. Passionate about work 2. The desire to try your best 3. Stay on the job 	Likert
	Dedication	<ol style="list-style-type: none"> 1. Sense of responsibility towards work 2. Proud of the work done 3. Useful for other people 	Likert
	Absorption	<ol style="list-style-type: none"> 1. It's hard to get away from work 2. Time 3. Concentration 	Likert
<p>Organizational Culture</p> <p>Organizational culture is n results formation process style or behavior each individual who brought before into a norms, rules and new values in a company, which has energy as well pride inner group facing something and achieve goals certain</p> <p>Edison et al, in Sumaila (2022:29)</p>	Awareness Self	<ol style="list-style-type: none"> 1. Satisfaction to work 2. Develop yourself and your abilities 3. Obey the rules 	Ordinal
	Aggressiveness	<ol style="list-style-type: none"> 1. Has initiative and does not always depend on leadership instructions 	Ordinal

Variable Concept	Dimensions	Indicator	Scale
		2. Set a plan and try to complete it well	
	Personality	1. Respect each other and give greetings 2. Help each other 3. Respect each other's differences of opinion	Ordinal
	Performance	1. Prioritize quality in completing work 2. Innovate to discover new and useful things 3. Strive to work effectively and efficiently	Ordinal
	Team Orientation	1. Each team task is carried out with discussion and synergy 2. Good problem solving	Ordinal
Employee Performance Performance (Y) Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally, without breaking the law and not conflicting with morals and ethics. Busro (2020:89)	Work result	1. Quality 2. Quantity 3. Efficiency	Ordinal
	Work Behavior	1. Discipline 2. Initiative 3. Accuracy	Ordinal
	Personal Traits	1. Honesty 2. Creativity	Ordinal

Population and sample

According to (Sugiyono, 2019) is a generalization area consisting of subjects or objects with a certain number and characteristics identified by the researcher from which a conclusion is then drawn. The population of this research is ASN and non-ASN employees.

This is because the subjects in this research are civil servants at the Cirebon City Regional Secretariat who have the status of ASN with different sections.

According to (Sugiyono, 2019:127) defines a sample as part of a representative or representative population. Researchers will later use samples taken from the population

itself, because considering the large population, time, funds and personnel are limited in this research. Next, to determine and find out how many samples to take, researchers used the Slovin formula. According to (Riyanto & Hatmawan., 2020 12-13) Slovin's formula is as follows:

$$n = \frac{N}{(1 + N(e)^2)}$$

Information:

n : Sample size

N : Population size

e: Percent allowance for inaccuracy due to sampling error that is still tolerable or desirable, the researcher takes an error rate of 5%

Based on the results of calculations using the Slovin formula with an error rate of 5%, namely 72 respondents. From the resulting population of 122 employees at the Cirebon City Regional Secretariat office.

Data Retrieval Techniques (Data Collection)

The data collection and retrieval technique carried out by researchers uses primary and secondary data, the data collection method uses library research, (Library Research). In this research, data is collected from the research to be carried out, namely field research. Field research is intended to obtain primary data, namely by means of interviews and questionnaires. Researchers conducted interviews with several employees, namely in the administration and organizational departments. And researchers will also distribute questionnaires to 72 employees at the Cirebon City Regional Secretariat to obtain answers and information relevant to the research objectives.

Instrument and Hypothesis Testing

Validity and reliability tests are tests carried out on the research instruments used. These two tests are carried out to determine whether each research instrument is suitable for use or not suitable for use in research.

Validity test

(Sugiyono., 2022:267) stated that: "validity is the degree of accuracy between the data that actually occurs on the research object and the data that can be reported by the researcher, thus valid data is data that does not differ between the data reported by the researcher and the data that actually occurs on the research object". The test technique used is the correlation technique via the Product Moment correlation coefficient.

The ordinal score of each question item tested for validity is correlated with the overall ordinal score of the item. If the correlation coefficient is positive, it is declared valid, whereas if it is negative, it is declared invalid and will be removed from the questionnaire or replaced with an improvement statement.

Reliability Test

Reliability testing is carried out to ensure whether the instrument used is reliable or not. What is meant by reliable is that if the instrument is tested repeatedly then the results will be the same. (Sugiyono., 2022:268) stated that "Reliability is related to the degree of consistency, so if another researcher repeats the research on the same object with the same method it will produce the same data".

The reliability test is carried out jointly on all statements using the Split Half method, the results can be seen from the Guttman Split Half Correlation value. Reliable research results occur if there are similar data at different times. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data.

Hypothesis testing

Hypothesis testing aims to test the truth of the hypothesis that has been formulated in the previous division. Testing was carried out partially.

Partial Test (T Test)

The partial test (T test) is used to test whether there is an influence of the independent variable on the dependent variable partially. Testing of the regression results was carried out using the t test at a degree of confidence of $\alpha = 5\%$

Simultaneous Test (F Test)

The F test is used to test the significant influence of independent variables simultaneously on the dependent variable.

The F testing steps are as follows:

1. Determining statistical hypotheses

H0: $b_1 = b_2 = 0$, the independent variable does not have a significant influence on the dependent variable.

H1: $b_1 \neq 0$, the independent variable has a significant influence on the dependent variable. $\neq \neq$

2. Look for the F value (k_1, n_k) from the F table with a significant value at the 5% level.

3. Comparing Fcount with Ftable.

$$F_h = \frac{R^2 / K}{(1 - R^2) / (n - k - 1)}$$

Source: Sugiyono (2018:252)

Information:

R : Multiple Correlation Coefficient

k : Number of Independent Variables

n : Number of Sample Members

The decision-making criteria in the F test are as follows:

Hypothesis 3 (H3):

1) H0 is rejected if Fcount > Ftable, meaning Ha is Accepted,

meaning that Employee Engagement (X1) and Organizational Culture (X2) influence Employee Performance (Y).

- 2) H0 is accepted if $F_{count} < F_{table}$, meaning Ha is rejected, meaning that Employee Engagement (X1) and Organizational Culture (X2) influence Employee Performance (Y).

Coefficient of Determination Test

According to (Bahri, 2018:192) The coefficient of determination (R^2) measures the model's ability to explain variations in the independent variable on the dependent variable or can be said to be the proportion of influence of all independent variables on the dependent variable. The coefficient of determination value can be measured by the R-Square value, and the value ranges from 0-1. R^2

Data analysis

Data analysis used to process data in this research used SPSS (Statistical Package for the Social Sciences) version 24 for window. The data analysis technique used is saturated sampling analysis, namely a population of 122 employees and a sample of 72 employees. The data analysis technique used is multiple linear regression analysis. Validity and reliability tests were carried out in this research to test data quality. Next, this research analyzed the data using normality, multicollinearity, heteroscedasticity tests, and carried out hypothesis testing through the coefficient of determination test, f test (simultaneous), and T test (Persial).

Respondent Characteristics

1. Gender
 - a) Man : 52
 - b) Woman : 20
2. Last education
 - a) elementary school : -
 - b) JUNIOR HIGH SCHOOL : -
 - c) SENIOR HIGH SCHOOL : 21
 - d) Diploma : 3
 - e) S1 : 40
 - f) S2 : 8
 - g) S3 :-

RESULTS AND DISCUSSION

A. Instrument Test

1. Validity test

a) Validity Test of Employee Engagement Variable (X1)

The results of calculating the validity of the Employee Engagement instrument using SPSS 24.00 for Windows are obtained as follows:

Table 4. Validity Test of Employee Engagement Variable Instrument (X1)

Item No	r count	r table	Note
Item 1	0.746	0.232	Valid
Item 2	0.738	0.232	Valid
Item 3	0.746	0.232	Valid
Item 4	0.548	0.232	Valid
Item 5	0.794	0.232	Valid
Item 6	0.674	0.232	Valid
Item 7	0.763	0.232	Valid
Item 8	0.820	0.232	Valid
Item 9	0.805	0.232	Valid

Based on the table above, it can be seen that $r \text{ count} > r \text{ table}$ meaning that all statements for the Employee Engagement variable (X1) are valid. So it can be concluded that all statements of the Employee Engagement variable instrument (X1) are valid and can be used in the data analysis process.

b) Validity Test of Organizational Culture Variables (X2)

The results of calculating the validity of the Organizational Culture instrument using SPSS 24.00 for Windows are obtained as follows:

Item No	r count	r table	Note
Item 1	0.655	0.232	Valid
Item 2	0.586	0.232	Valid
Item 3	0.691	0.232	Valid
Item 4	0.345	0.232	Valid
Item 5	0.715	0.232	Valid
Item 6	0.708	0.232	Valid
Item 7	0.696	0.232	Valid
Item 8	0.662	0.232	Valid
Item 9	0.556	0.232	Valid
Item 10	0.688	0.232	Valid
Item 11	0.572	0.232	Valid
Item 12	0.733	0.232	Valid
Item 13	0.700	0.232	Valid

Based on the table above, it can be seen that $r \text{ count} > r \text{ table}$ meaning that all statements for the Organizational Culture variable (X2) are valid. So it can be concluded that all instrument statements for the Organizational Culture variable (X2) are valid and can be used in the data analysis process.

c) Validity Test of Employee Performance Variables (Y)

The results of calculating the validity of the Employee Performance instrument using SPSS 24.00 for Windows are obtained as follows:

Item No	r count	r table	Note
Item 1	0.681	0.232	Valid
Item 2	0.809	0.232	Valid
Item 3	0.833	0.232	Valid
Item 4	0.816	0.232	Valid
Item 5	0.717	0.232	Valid
Item 6	0.778	0.232	Valid
Item 7	0.733	0.232	Valid
Item 8	0.778	0.232	Valid

Based on the table above, it can be seen that $r \text{ count} > r \text{ table}$ meaning that all statements for the Employee Performance (Y) variable are valid. So it can be concluded that all instrument statements for the Employee Performance variable (Y) are valid and can be used in the data analysis process.

2. Reliability Test

a) Reliability Test of Employee Engagement Variables

The results of calculating the reliability of the Employee Engagement instrument using SPSS 24.00 for Windows were obtained as follows:

Employee Engagement Variable Instrument Reliability Test (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
,892	9

By looking at the calculation results, a Cronbach's Alpha of $0.892 > 0.600$ can be obtained, so that the Employee Engagement variable (X1) is reliable.

b) Reliability Test of Organizational Culture Variables

The results of calculating the reliability of the Organizational Culture instrument using SPSS 24.00 for Windows are obtained as follows:

Reliability Test of the Organizational Culture Variable Instrument (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
,877	13

By looking at the calculation results in the table, you can get a Cronbach's Alpha of $0.877 > 0.600$, so that the Organizational Culture variable (X2) is reliable.

c) Reliability Test of Employee Performance Variables

The results of calculating the reliability of the Employee Performance instrument using SPSS 24.00 for Windows are obtained as follows:

Instrument Reliability Test

Employee Performance Variables (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,899	8

By looking at the calculation results in the table, you can get a Cronbach's Alpha of $0.899 > 0.600$, so that the Employee Performance variable (Y) is reliable.

B. Classic assumption test

a. Normality test

This test can be carried out using the Kolmogorov-Smirnov test with the following criteria:

1. Statistical Hypothesis

Ho: Data is normally distributed

Ha: Data is not normally distributed

2. The test taking criteria are:

By looking at the probability numbers, with the following conditions:

Probability or Asymp. Sig. (2-tailed) > 0.05 then Ho is accepted.

Probability or Asymp. Sig. (2-tailed) < 0.05 then Ho is rejected.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		72
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.50819234
	Most Extreme Differences	
	Absolute	.064
	Positive	.061
	Negative	-.064
Statistical Tests		.064
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

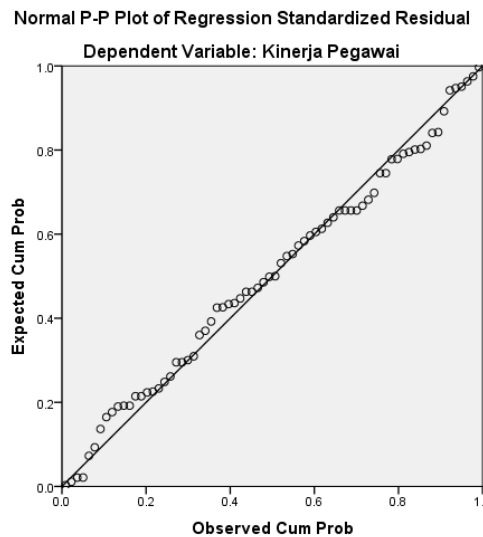
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the table it can be seen that the significance value is 0.200, where $0.200 > 0.05$. This means that H_0 is accepted, which means the research data is normally distributed.

The following is an image of the results of data normality testing which is shown in the following image:

Figure 1



Based on the picture, it can be seen that the dots are spread around the diagonal line, and the distribution follows the diagonal line, so this regression can be said to be close to normal. So the diagonal regression model is appropriate to use for the influence of employee engagement, organizational culture and facilities on employee performance.

b. Multicollinearity Test

The multicollinearity test was carried out to determine whether the regression model found any correlation between the independent variables. If correlation occurs, then there is a multicollinearity problem that must be overcome.

If the variance inflation factor (VIF) value is > 10 and the tolerance value is < 0.1 then there is multicollinearity, whereas if the VIF value is < 10 and the tolerance value is > 0.1 then there is no multicollinearity.

Table 5. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,629	1,813		,347	,730		
Employee Engagement	,574	,075	,628	7,673	,000	,506	1,977

Organizational culture	,228	,060	,312	3,817	,000	,506	1,977
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a. Dependent Variable: Employee Performance

Based on this table, it can be seen that the tolerant value for the variable Employee Engagement (X1), Organizational culture (X2) has a value > 0.1, and a VIF value < 10. Thus, it can be concluded that the regression model does not contain multicollinearity, meaning that there are independent variables that are correlated with each other.

c. Heteroscedasticity Test

The results of the heteroscedasticity test against Employee Engagement (X1), Organizational culture (X2) and facilities (X3) using the SPSS version 24 for Windows program as follows:

Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2,618	1,170		2,238	.028
	Employee Engagement	.012	,048	,042	,246	,806
	Organizational culture	-.024	,038	-.105	-.622	,536

a. Dependent Variable: Abs_Res

The spss output results show significant variable values Employee Engagement and Organizational Culture variables on Abs-Res are all above 0.05. So it can be concluded that this did not happen heteroscedasticity

C. Multiple Regression Analysis

Multiple regression analysis was carried out to determine the magnitude of the influence of several independent variables together on the dependent variable, in this study the variable Employee Engagement (X1), and Organizational Culture (X2). The following are the results of multiple regression analysis using the SPSS version 24.00 for Windows program:

Table 6. Results of multiple regression analysis

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,629	1,813		,347	,730
	Employee Engagement	,574	,075	,628	7,673	,000
	Organizational culture	,228	,060	,312	3,817	,000

a. Dependent Variable: Employee Performance

Based on the table, the multiple regression equation model is:

$$y = a + b_1x_1 + b_2x_2$$

$$y = 0.629 + 0.574x_1 + 0.228x_2$$

- The constant value of a is equal to 0.629. This shows that when Employee Engagement (X1) and the Organizational Culture variable (X2) are zero, Employee Performance will be 0.629.
- The regression coefficient value for the Employee Engagement variable (b1) is 0.574 shows that when there is an increase in the Employee Engagement variable by 1 unit, Employee Performance will also increase by 0.574 units (assuming other variable values remain constant).
- The regression coefficient value for the Organizational Culture variable (b2) is 0.228. This means that for every increase in Organizational Culture by 1 unit, Employee Performance will also increase by 0.228 units (assuming other variable values remain constant)
- The regression coefficient values for the variables Employee Engagement (b1) and Organizational Culture (b2) are positive, meaning that there is a positive relationship between Employee Engagement and Organizational Culture on Employee Performance, the higher the Employee Engagement and Organizational Culture, the higher the Employee Performance and vice versa.

Coefficient of Determination of Employee Engagement Variables (X1) and Organizational Culture (X2), on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876a	,767	,760	2.54428

a. Predictors: (Constant), Organizational Culture, Employee Engagement

From the table it can be seen that the value R Square amounting to 0.767 shows that the level of influence of Employee Engagement and Organizational Culture together on Employee Performance. This is also shown by the large percentage influence of Employee Engagement and Organizational Culture together on Employee Performance, namely 76.7% and the remaining 23.3% influenced by other factors outside those studied.

D. Research Hypothesis Test

a. t Test (Partial)

The t test is carried out to show whether the independent variable has a significant influence on the dependent variable. The results of research hypothesis testing using the t test are as follows:

Test conditions:

- If $t_{count} > t_{table}$ 0.05 ($dk = n-2$), then H_0 is rejected and H_a is accepted.
- If $t_{count} < t_{table}$ 0.05 ($dk = n-2$), then H_0 is accepted and H_a is rejected.
- Calculate the size of the number if t is calculated with $\alpha = 0.05$ and $dk = n-2 = 72-2 = 70$, so $t_{table} = 1,667$.

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	,629	1,813		,347	,730
	Employee Engagement	,574	,075	,628	7,673	,000
	Organizational culture	,228	,060	,312	3,817	,000

a. Dependent Variable: Employee Performance

a. Result of Hypothesis Testing Employee Engagement Variable (X1) on Employee Performance (Y)

The first hypothesis proposed in this research is:

- H1: H_0 There is no significant influence of employee engagement on performance Employee.
- Ha: There is a significant influence of employee engagement on employee performance.

From the table it can be seen that employee engagement has an influence on employee performance. This is proven by the p-value ($\text{sig.t} < 0.05$), namely $0.000 < 0.050$, and the $t_{count} > t_{table}$ value, namely $7,673 > 1,667$. This means that H_a is accepted and H_0 is rejected, where employee engagement has a significant influence on employee performance.

b. Hypothesis Test Results for Organizational Culture Variables (X2) on Employee Performance (Y)

The second hypothesis proposed in this research is:

1. H2: Ho There is no significant influence between Organizational Culture and Employee Performance.
2. Ha There is a significant influence between Organizational Culture and PerformanceEmployee.

From table 4.29 it can be seen that Organizational Culture has an influence on Employee Performance. This is proven by the p-value (sig.t) > 0.05, namely 0.000 < 0.05, and the tcount > t table, namely 3,817 > 1,667. This means that Ha is accepted and Ho is rejected, where organizational culture has a significant influence on employee performance.

b. F Test (Simultaneous)

The F test aims to determine the influence of the independent variables together on the dependent variable, namely the Employee Engagement (X1) and Organizational Culture (X2) variables on Employee Performance (Y).

The following is the third hypothesis proposed in this research, namely

1. Ho: There is no influence of employee engagement and organizational culture on employee performance
2. Ha: There is an influence of employee engagement and organizational culture on employee performance

F-Count test conditions:

- a. If F-Count > F-table, then Ho is rejected and Ha is accepted.
- b. If F-Count < F-table, then Ho is accepted and Ha is rejected.

The following are the results of testing the third hypothesis using the SPSS version 24.00 for Windows program.

Table 7. Third hypothesis test ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1466.538	2	733,269	113,275	,000b
Residual	446,663	69	6,473		
Total	1913.201	71			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Employee Engagement

From table 4.30 it can be seen that the calculated f is 113,275 and significant 0.000. The calculated F is then compared with the F table which is calculated at numerator degrees of freedom (numerator df) of 2 and denominator degrees of freedom (denominator df) of 69 at the 0.05 level whose value is 3.13. It is very clear that the value of $F\text{-count} > F\text{-table}$ i.e. $113,275 > 3.13$, so it can be concluded that there is an influence of Employee Engagement and Organizational Culture on Employee Performance.

The Influence of Employee Engagement on Employee Performance

Based on the results of validity and reliability measurements, it shows that the statements of each indicator used in measuring the employee engagement variable are valid and reliable, which means that the statement items from each indicator are appropriate to use as a measure of the employee engagement variable.

The results of the hypothesis test can be seen that employee engagement has an influence on employee performance. This is proven by the $p\text{-value (sig.t)} < 0.05$, namely $0.000 < 0.050$, and the $t\text{count} > t\text{table}$ value, namely $7,673 > 1,667$. This means that H_a is accepted and H_o is rejected, where employee engagement has a significant influence on employee performance.

The results of the hypothesis test show that employee engagement has a positive and significant effect on employee performance. With that, the higher the engagement of employees, the easier it will be to develop the performance of employees at the Cirebon City Regional Secretariat office. The employee engagement that occurs at the Cirebon City Regional Secretariat office can be said to be quite good, because all employees carry out their duties and responsibilities in accordance with the regulations set by the Government.

The research also produced findings that employee engagement has a positive effect on employee performance with a p value of 0.000. This research is in line with previous findings (Ismail, Iqbal, & Nasr, 2019) shows that there is a positive and significant influence of employee engagement on employee performance. (Kim, Han, & Park, 2019) found that work engagement mediation has an important role in employee performance, in addition to personal resources, job resources and employee intentions or desires to leave. This is the case with the results of research conducted by (Wingerden, J. Van & Stoep, 2018).

The Influence of Organizational Culture on Employee Performance

Based on the results of validity and reliability measurements, it shows that the statements of each indicator used in measuring organizational culture variables are valid and reliable, which means that the statement items from each indicator are appropriate to use as a measure of organizational culture variables.

The results of hypothesis testing can be seen that organizational culture has an influence on employee performance. This is proven by the $p\text{-value (sig.t)} > 0.05$, namely $0.000 < 0.05$, and the $t\text{count} > t\text{table}$, namely $3,817 > 1,667$. This means that H_a is accepted and H_o is rejected, where organizational culture has a significant influence on employee performance.

The results of hypothesis testing show that organizational culture has a positive and significant effect on employee performance. This means that if the organizational culture gets better, employee performance will also improve. This means that organizational culture partially has a significant influence on employee performance. From the statement above, it can be stated that organizational culture has a role in improving employee performance, where as an employee's organizational culture increases, his performance will increase.

Thus, the increase in performance at the Cirebon City Regional Secretariat office is due to employees being able to accept the cultural values that exist in the office which include a work culture of discipline, responsibility, integrity, honesty, accuracy, effectiveness and efficiency.

The research also produced findings that organizational culture has a positive effect on employee performance with a p value of 0.000. This research is in line with previous findings (Ainanur, A., & Tirtayasa, 2018); (Jufrizen Jufrizen & Rahmadhani, 2020); (Yusnandar, W., Nefri, R., & Siregar, 2020) in his research concluded that organizational culture influences employee performance.

The Influence of Employee Engagement and Organizational Culture on Employee Performance

Based on the results of the F test (simultaneous), it can be seen that the calculated f is 113.275 and significant 0.000. The calculated F is then compared with the F table which is calculated at numerator degrees of freedom (numerator df) of 2 and denominator degrees of freedom (denominator df) of 69 at the 0.05 level whose value is 3.13. It is very clear that the value of $F\text{-count} > F\text{-table}$ i.e $113,275 > 3,13$, so it can be concluded that there is an influence of Employee Engagement and Organizational Culture on Employee Performance.

The percentage influence of Employee Engagement and Organizational Culture together on Employee Performance is 76.7%. The results of this research are in line with those carried out by (Nurdinah & Kurniawan, 2019) is more dominant in terms of improving employee performance than organizational culture. The results of this research are in line with what was done (Yunus, Y., Kasran, M., 2023). Employee engagement and organizational culture are important elements in improving employee performance, because employee performance is influenced by employee engagement and organizational culture.

CONCLUSION

This research aims to analyze and obtain empirical evidence regarding the influence of employee engagement and organizational culture on employee performance at the Cirebon City Regional Secretariat. Based on the research results, the researchers concluded that employee engagement has a significant influence on employee performance. Organizational culture has a significant influence on employee performance. And simultaneously (together) Employee Engagement and Organizational Culture have an influence on Employee Performance.

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